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EXCOM 9121-80

24 September 1980

MEMORANDUM FOR: Executive Committee Members  
 FROM: Deputy Director of Central Intelligence  
 SUBJECT: Status Report on Long-Range Planning Activities

1. At the EXCOM meeting on 21 August 1980 we set in motion the second phase of the long-range planning effort: in-depth analyses of selected foreign policy and management issues. This memorandum is to apprise you of the current status and the current plans for the next phase of this effort, which is EXCOM review of the issues and decisions on the proposed courses of action.

2. Working groups have been formed from line offices in the directorates to perform the detailed issue analyses. Their deliberations include consideration of the background, current situation, assumptions, and alternative courses of action. First drafts of background information are being submitted for EXCOM staff and team reviews on a staggered basis. Complete papers, including proposed alternative courses of action are due by 10 October. These will be reviewed by the CIA Planning Group before distribution to you. A schedule for the planning effort is attached, as is a list of the issue working groups and their chairpersons.

3. On Thursday, 18 September, I met with the members of the CIA Planning Group and the chairpersons of the issue analysis working groups. I reiterated the DCI/DDCI and EXCOM desire to look at the Agency's long-term needs in a more systematic way and from a cross-directorate perspective. I also emphasized the need for this perspective to be developed by line personnel and that much of the benefit will come from the process as opposed to a final report. We had a generally lively exchange of ideas at the meeting, and I look forward to seeing some stimulating problems for EXCOM discussion evolving from the process.

4. EXCOM deliberations on the Planning Issues will begin the week of 20 October. The process will consist of each of the issue teams presenting their issue paper and proposed alternatives to EXCOM. We have scheduled two EXCOM sessions per week during the last two weeks in October. For scheduling purposes we anticipate hearing three issues per session until all issues have been heard, but we will alter the schedule if necessary based on experience with the first few issues. These sessions will be followed by EXCOM meetings in mid-November to reexamine selected issues as necessary and focus on decisions. An EXCOM calendar with dates and the issues proposed to be discussed is attached.

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5. Final papers on the issues will be distributed for your review about a week to ten days before the EXCOM session. I ask that EXCOM members review these issue papers before the meetings and obtain briefings as necessary from your Planning Group member. I think EXCOM should make a sincere effort to assure that frank discussion takes place and that all appropriate issues are raised for review. These will be the precedent setting meetings for the nascent CIA/EXCOM Long-Range Planning process. We should assure they justify the work taking place. I realize this will be a heavy imposition on you at this time but both the DCI and I feel it is necessary and will be valuable to the top management of the Agency.

6. Finally, I remind you that all EXCOM members agreed during their evaluation of EXCOM's first year that too much time was spent on administrative, personnel, and management issues and that during this second EXCOM year, more time should be spent on substantive issues. This is our chance to do just that.

[Redacted Signature]

Frank C. Carlucci

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Attachments

cc: DCI  
IG  
SA/DDCI [Redacted]  
CIA Planning Group  
EXCOM Staff

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## TENTATIVE SCHEDULE: LONG-RANGE PLANNING ISSUES

Issue	Parts I-IV to EXCOM Staff	Total Paper to EXCOM Staff	Planning Group Review	Papers Due to EXCOM Principals	EXCOM* Session
F-1 Soviet/East Europe Intentions	26 Sept.	10 Oct.	16 Oct.	20 Oct.	30 Oct.
F-2 Sino/Soviet Relations	26 Sept.	10 Oct.	16 Oct.	20 Oct.	29 Oct.
F-3 Traditional Allies	26 Sept.	10 Oct.	16 Oct.	20 Oct.	29 Oct.
F-4 World Resources	26 Sept.	10 Oct.	16 Oct.	20 Oct.	30 Oct.
F-5 Third World Instabilities, Technology Transfer, and Nuclear Proliferation	26 Sept.	10 Oct.	16 Oct.	20 Oct.	30 Oct.
F-6 Persian Gulf Security	19 Sept.	3 Oct.	8 Oct.	10 Oct.	23 Oct.
M-1 Overseas Presence	19 Sept.	3 Oct.	8 Oct.	10 Oct.	23 Oct.
M-2 Intelligence Collection	19 Sept.	3 Oct.	8 Oct.	10 Oct.	22 Oct.
M-3 Intelligence Production	19 Sept.	3 Oct.	8 Oct.	10 Oct.	22 Oct.
M-4 Covert Action	19 Sept.	3 Oct.	8 Oct.	10 Oct.	22 Oct.
M-5 Communication	26 Sept.	10 Oct.	16 Oct.	20 Oct.	29 Oct.
M-6 Records Control, Review, and Public Disclosure	19 Sept.	3 Oct.	8 Oct.	10 Oct.	23 Oct.

M=Management Issue  
F=Foreign Policy Issue

\* NOTE: Dates shown for EXCOM meetings ONLY are tentative, for planning purposes. Actual dates will depend on DCI/DDCI schedules in October and their guidance on EXCOM reviews. Other dates due for issue papers and CIA Planning Group review are confirmed schedule dates.

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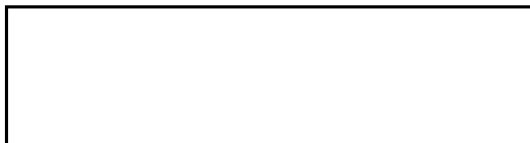
AS OF 22 September 1980

TENTATIVE EXECUTIVE COMMITTEE CALENDAR

<u>DATE</u>	<u>SUBJECT</u>	<u>COMPONENT</u>
Thursday, 10/23/80 1500-1630	Planning Issues: Overseas Presence; Records Control, Review, and Public Disclosure; Persian Gulf Security	EXCOM Staff
Wednesday, 10/29/80 1500-1630	Planning Issues: Communication, Sino/Soviet Relations, Traditional Allies	EXCOM Staff
Thursday, 10/30/80 1500-1630	Planning Issues: Soviet/East Europe Intentions; World Resources; Third World Instabilities, Technology Transfer, and Nuclear Proliferation	EXCOM Staff

NOTE: All meetings will be held in the DCI Conference Room (7D-64) unless otherwise noted.

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional) Update on Agency-level Planning Process (U)

FROM: [Redacted] Chief, Management Staff, DDA  
7D18 Hqs

EXTENSION: [Redacted]

NO. DD/A 80-0016/3

DATE 3 SEP 1980

TO: (Officer designation, room number, and building)

DATE RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	D/L <span style="border: 1px solid black; padding: 2px;">[Redacted]</span>	4 SEP 1980	02
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3 SEP 1980

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Security  
Director of Training

25X1 FROM: [REDACTED]  
Management Staff, DDA

SUBJECT: Update on Agency-level Planning Process (U)

1. Attached, for your information, is a copy of the minutes of the recent EXCOM meeting which resolved several outstanding issues regarding the Agency long-range planning activity. Basically, the following actions were taken:

- a. Six foreign policy and six management issues were selected for more detailed analysis.
- b. The directorates were tasked with staffing the individual task forces which will be established for each of the 12 issues. DDA will provide task leaders for the communications and records review management issues.
- c. The decision was made to address at least two resource assumptions for each issue - no growth and an overall Agency 10 percent growth in available resources.
- d. EXCOM will meet to review the issues in October/November 1980.
- e. Final planning guidance will be developed in December, and will be reflected in the DDCI guidance for the FY-83 program. (U)

2. Subsequent to the EXCOM meeting, the DDA offices have named:

- 25X1 -- [REDACTED] DD/OC, as the leader of the  
communications management issue task force. (U)
- 25X1 -- [REDACTED] DC/IPD/OIS, as the leader of the  
records review management issue task force. (U)

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In addition,

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-- [REDACTED], C/OSB/SD/OL will be a member of the  
covert action management issue task force. (U)

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-- [REDACTED], DDA/SSA, will be a member of the  
overseas presence management issue task force. (C)

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-- [REDACTED] DDA/MS, will be detailed to EXCOM  
Staff until the issue reviews are completed. (C)

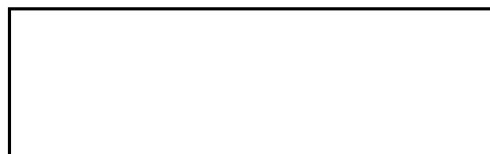
-- DDA will not assign members to the task forces for the  
collection and production management issues nor for any  
of the foreign policy issues, at this time. EXCOM Staff  
is responsible for inviting your participation if any of  
the task forces raise an issue that concerns your areas  
of responsibility. (U)

3. Attached is a listing of the preliminary composition of the  
task forces for the six management issues. (U)

4. Also attached is a proposed outline of the paper which each  
task force will generate and which will be presented to EXCOM when  
each issue is discussed. (U)

5. We will keep you informed as the Agency Ad-hoc Committee on  
long-range planning meets to review the issue papers, and the EXCOM  
review of each issue completes. (U)

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Attachments: a/s

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21 August 1980

MEMORANDUM FOR: Executive Committee Members

FROM : [REDACTED]  
Special Assistant to the Deputy Director

SUBJECT : Minutes of Executive Committee Meeting,  
13 August 1980

1. The Executive Committee met on 13 August 1980 to hear a status report on the Agency long-range planning effort, review proposals by the CIA Long-Range Planning Group, and provide guidance for next steps. Mr. Carlucci chaired the session; and Messrs. Dirks (DDS&T), McMahon (DDO), Wortman (DDA), Lipton (Comptroller), Hineman (DD/NFAC), Briggs (IG), [REDACTED] (SA/DDCI), and members of the Planning Group participated. (AIUO)

2. [REDACTED] introduced the members of the CIA Interdirectorate Planning Group and highlighted progress, issues and problems they have experienced since the May EXCOM decision to proceed on long-range planning. He reviewed options and recommendations for next steps and asked for Executive Committee guidance regarding the Planning Group's proposed work plan, issues developed to date, proposed end products, timing and pace of effort, and tasking implications for both staff and line organizations in each of the directorates. The DDCI emphasized that we need a better long-range planning process that will stimulate senior decisionmakers' thinking regarding how to move the total organization forward in a coherent way. (AIUO)

3. In response to Mr. Carlucci's comments about synchronizing the proposed Agency-level planning effort with existing component planning cycles, Mr. McMahon suggested that good planning will have to drive the budget process. Planning Group members noted that some difficulties are inevitable when a new process is injected into ongoing systems. It was agreed, however, that necessary adjustments can be and are being made as the planning process develops. (AIUO)

4. Throughout the discussion, members expressed their views regarding the necessity for planning; benefits that could realistically be expected from planning; top-down versus bottom-up planning; the need for channeling PRC concerns, NITS, DCIDs, etc., into the planning process, and the appropriate linkages between the planning and budget processes. There was general agreement that

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long-range planning should be developed within a framework of broad resource constraints if it is to be beneficial while at the same time not duplicating the budget process. The Comptroller felt that the initial linkage between planning and budgeting should occur in December/January, when the current process hopefully produces planning guidance that will be channelled into the DDCI's guidance letter to components for developing their FY-1983 program. (AIUO)

25X1 5. The Committee agreed with the proposed work plan and discussed next steps. In response to questions regarding staff work required between now and November, [ ] proposed that the Planning Group and the directorates should next provide more detailed analyses on the issues the Committee selected. The additional analyses would include where the Agency now stands on an issue, what the future environment may be, the consequent intelligence implications, and alternatives for Committee decision. (AIUO)

6. Mr. Carlucci asked how many issues could realistically be handled and how important they should be to merit such attention. DDA and DDO proposed that, because of staff implications, a pilot project of two or three issues be selected for further analysis rather than proceeding with the full menu as recommended by the Planning Group. The DDCI responded that such a pilot effort could not be considered a test of the full long-range planning process which was the original EXCOM decision in May. The Committee agreed to move ahead on all the management issues except two, Information Handling and Personnel, which were being handled in other ways, and to task components, in coordination with the Planning Group, to do further in-depth analyses of the remaining issues as follows:

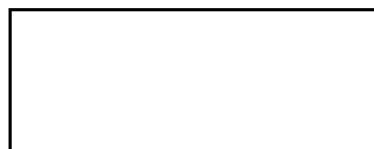
- NFAC - All foreign policy issues and management issue C--"How can the Agency best exploit new opportunities and fill potential gaps in intelligence production?"
- DDO - Management issue A.--"What would constitute an effective overseas presence and supporting infrastructure in increasingly difficult operational environments?" and management issue D.--"What would constitute a suitable CIA covert action capability to meet the requirements of the 1980s?"
- DDS&T- Management issue B.--"What must the Agency do to meet growing intelligence collection requirements against increasingly difficult targets?"
- DDA- Management issue E.--"What CIA communications capabilities will be required to handle the expanding needs of the 1980s?" and management issue H.--"What must CIA do to adequately comply with statutory requirements concerning records control, review, and public disclosure without significantly impeding performance of its primary mission?" (S)

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7. The Committee concurred with Mr. Lipton's suggestion that the Planning Group should work under at least two assumptions: (1) that the Agency will have no increase in available resources during the time frame under consideration and (2) that the Agency will have a ten percent increase in available resources in those years. Mr. Carlucci said that he would like the issue analyses structured in a way that will help the DCI/DDCI decide on the tradeoffs involved in investing resources in one area versus another under either of the assumptions and that innovative quantitative techniques be tried for this tradeoff analysis. The Planning Group was tasked to prepare the issue analyses during September for Committee review in October/November. [The Committee will provide the planning Group further guidance in those meetings regarding where they think the Agency should be in relation to these issue areas in 1983-87.] By December, final planning guidance should be developed based on the EXCOM review and decisions and reflected in the DDCI's January guidance letter for the FY-1983 program. (AIUO)

8. Committee members suggested that the Planning Group meet with them for additional guidance as necessary over the next two months and/or EXCOM meetings be scheduled as issues are ready for review. Mr. Carlucci adjourned the meeting. (AIUO)



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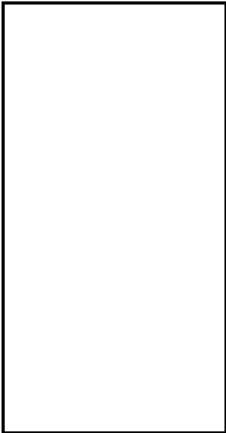
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LONG-RANGE PLANNING ISSUE TEAMLEAD COMPONENT DDO

ISSUE: Management Issue #1: What would constitute an effective  
overseas presence and supporting infrastructure in  
increasingly difficult operational environments?

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TEAM MEMBERS:	<u>NAME</u>	<u>COMPONENT</u>	<u>TELEPHONE</u>
Chairman		DDO/EPDS	9314/5814
Members:			
1.		SSA/DDA	9226
2.		DDO/EPDS	1332/5073
3.		DDO/EPDS	5073
4.		DDS&T/OTS	3332
5.		EXCOM Staff	1667/6287

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LONG-RANGE PLANNING ISSUE TEAMLead Component DDS&T

ISSUE: Management Issue #2: What must the Agency do to meet growing intelligence collection requirements against increasingly difficult targets?

## TEAM MEMBERS

NAMECOMPONENTTELEPHONE

Chairman

Members:

1.

2.

3.

4.

5.

6.

7.

DDS&amp;T

9096

DDO/EPDS

7132

DDS&amp;T/OTS

3319

NFAC/CRES

5536

DDS&amp;T/OSO

6968

SA/C-OTR

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LONG-RANGE PLANNING ISSUE TEAMLead Component NFAC

ISSUE: Management Issue #3: How can the Agency best exploit new opportunities and fill potential gaps in intelligence production?

	TEAM MEMBERS	NAME	COMPONENT	TELEPHONE	
25X1	Chairman	<input type="text"/>	C/NFAC/PMES	1202	
	Members:				
25X1	1.	<input type="text"/>	<input type="text"/>	2961	25X1
	2.	<input type="text"/>	EXCOM	1667/6287	

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LONG-RANGE PLANNING ISSUE TEAM

Lead Component DDO

ISSUE: Management Issue #4: What would constitute a suitable CIA  
covert action capability to meet the requirements of the 1980s?

TEAM MEMBERS	NAME	COMPONENT	TELEPHONE
25X1 Chairman		DDO/EPDS	1327/5087
Members:			
1.		DDO/CA	
25X1 2.		DDO/EPDS	9314/5814
3.		DDA	8120
4.		DDS&T/OTS	3278
5.		EXCOM Staff	1667/6287

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LONG-RANGE PLANNING ISSUE TEAMLead Component DDA

ISSUE: Management Issue #5: What CIA communications capabilities  
will be required to handle the expanding needs of the 1980s?

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## TEAM MEMBERS

NameComponentTelephone

25X1

Chairman

DDA/OC

8-8100

Members:

25X1

1.

NFAC/OCR

1212/5211

2.

DDS&amp;T/OD&amp;E

1992

3.

DDO/EPDS

1327/5087

4.

DDA/OC

8-8336

5.

EXCOM Staff

1667/6287

6.

DDS&amp;T/OTS

2831

7.

DDA/OC

8-8323

8.

DDO/PCS

9433/5933

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LONG-RANGE PLANNING ISSUE TEAMLead Component DDA (with OGC)

ISSUE: Management Issue #6: What must CIA do to adequately comply with statutory requirements concerning records control, review, and public disclosure without significantly impeding performance of its primary missions?

## TEAM MEMBERS

NameComponentTelephone

Chairman

DDA/OIS/IPD

7486  
(1A16)

## Members:

1.

DCI/OPA

5520

2.

DDO/EPDS

5087

3.

OGC

5131

4.

EXCOM Staff

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5.

DDO/IMS/

5844

6.

DDA/OIS/CRD

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ISSUE NUMBER AND TITLE:

- I. SUMMARY STATEMENT: A brief summary of the paper's contents (prepared last).
- II. BACKGROUND: Exposition of the issue's background and importance, any appropriate discussion of history/experience of the Agency on the issue.
- III. CURRENT SITUATION: As full an analysis of the current situation as possible, in some detail, and of our current organizational response to it. Try to assure that all important factors and variables are discussed.
- IV. STATEMENT OF TRENDS AND FUTURE DEVELOPMENT OF THE ISSUE. Analysis and discussion of current situation projected and/or estimates of the future status of the issue. Time frames outward to be considered are from 1981 to 1987/88, further if appropriate, or at least to 1984. Discuss possible/probable impact of the problem on the Agency in those years.
- V. ALTERNATIVE COURSES OF ACTION: What can we do about it? Discuss options for addressing the issue in its future environment. Consider at least two fundamental resource assumptions:  
  
    Resource Assumption #1--no resource growth in the next five-seven years.  
    How would you address the issue and its future implications? What general re-prioritizing should be considered?  
  
    Resource Assumption #2--ten percent resource growth for each of the next five-seven years. How would you allocate an additional ten percent (funds and/or personnel) in addressing the issue/problems?
- VI. ATTACHMENTS AS NECESSARY: Task Force leaders and Members; Any explanatory footnotes, charts, exhibits, definitions, or special comments.

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